DOCUMENT RESUME

ED 417 644 HE 031 097

AUTHOR Niehoff, Robert L.
TITLE Job Satisfaction, Organizational Commitment, and Individual and Organizational Mission Values Congruence: Investigating the Relationships.
PUB DATE 1997-04-04
NOTE 19p.; Paper presented at the Annual Convention of the National Catholic Educational Association (94th, Minneapolis, MN, April 1-4, 1997).
PUB TYPE Reports - Research (143) -- Speeches/Meeting Papers (150)
EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS *Administrator Attitudes; Administrator Characteristics; Catholic Educators; Catholic Schools; *Church Related Colleges; *Faculty College Relationship; Higher Education; *Institutional Mission; *Job Satisfaction; Organizational Climate; Surveys; Teacher Administrator Relationship; *Teacher Attitudes; Teacher Characteristics

ABSTRACT

A survey of about 500 employees at a Catholic, Jesuit university found significant, but small, correlations between job satisfaction, organizational commitment, and mission value congruence. The job satisfaction composite score was significantly related to the demographic factors related to job function, seniority, and position. Organizational commitment was associated with those variables that tend to increase attachment (i.e., age, religious affiliation, and length of employment). The mission value congruence composite measure was significantly related to 5 of the 7 demographic variables and 16 combinations of these variables. The three most significant variables were: job classification, marital status, and religious affiliation. Gender, job classification, and religious affiliation were significantly related to the mission value congruence measure in combination with all of the other demographic variables: age, academic degree, marital status, and years of employment. High school and masters degree employees had higher levels of mission value congruence than those with doctoral degrees. Female employees had higher levels of mission value congruence than did males. The over 60 age group demonstrated the highest mission value rank means. Administrative employees in the 51-60 age group had the highest mission value congruence. Faculty had the lowest levels of mission value congruence. When the combination of religious affiliation and job classification was tested, "Roman Catholic" faculty and staff had higher levels of mission value congruence than the comparable "none of these" religious affiliation groups. "Christian" religious affiliation administrative employees reported higher composite scores than "Christian" faculty. (SW)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED 417 644

Job Satisfaction, Organizational Commitment, and Individual and Organizational Mission Values Congruence: Investigating the Relationships

NCEA Presentation on

Catholic School Dissertation Research

Robert L. Niehoff, S.J.

April 4, 1997

BEST COPY AVAILABLE

NE 031 097

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL HAS BEEN GRANTED BY

Robert L. Niehoff

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

✓ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

Introduction

After some years working with mission and identity issues at a Catholic, Jesuit university, I began to wonder whether mission commitment was related to job satisfaction or organizational commitment. Some research in the areas of job satisfaction and organizational commitment suggest that there may be a mission value interaction with these attachment measures. The job satisfaction and organizational commitment research also identified sets of related demographic variables.

Nearly 500 employees of a Catholic, Jesuit university completed this survey concerning their levels of job satisfaction and organizational commitment. This total represented a return rate of almost 70%, and displayed a nearly equal gender distribution. The survey investigated the relationship of job satisfaction and organizational commitment measures with a constructed measure designed to evaluate how much importance the employee placed on specific institutional mission values and characteristics. In addition to a series of questions on each of the composite variable measures (job satisfaction, organizational commitment, and mission value congruence), the survey collected data on seven demographic variables: age, academic degree, gender, job classification, marital status, religious affiliation, and years of employment at the university.

BEST COPY AVAILABLE

Table 1

Survey Returns, by Employee Job Classification

Job classification	University employees by job class	Returned surveys by job class	Percent of returns by by job class	Percent of valid returns
Faculty	267	179	67.0	36.7
Professional	92	81	88.0	16.6
Administrative	109	67	61.5	13.7
Staff	247	161	65.2	33.0
(Missing cases)	(6)			
Total	721	488	67.7	100.0

The Results of the Study

Pearson's *r* correlation coefficient analysis revealed statistically significant, but small, correlations between job satisfaction, organizational commitment, and mission value congruence. Descriptive analysis of the composite scores revealed highly skewed distributions. Therefore, the Kruskall-Wallis test was used to determine whether meaningful mean rank subgroup differences were present in the demographic variable and the composite score relationships. The Mann-Whitney *U* test was then used to analyze significant subgroup differences. Following the analysis of the demographic/composite variable relationships, each of the demographic variables was combined with

each other variable to analyze the interactive effects of the combined variables, e.g., age and job classification, marital status and academic degree.

The job satisfaction composite score was significantly related to the demographic factors related to job function, seniority and position. The relationship between job satisfaction and individual job based factors is well developed in the literature and need not be duplicated here.

Religious affiliation was significantly related to job satisfaction only when combined with academic degree and job classification. Organizational commitment was associated with those variables that tend to increase attachment, i.e., age, religious affiliation, and length of employment. The mission value congruence composite measure was significantly related to five of the seven demographic variables and sixteen combinations of these variables. The three most significant variables were: job classification, marital status, and religious affiliation.

The mission value congruence composite demonstrated the largest number of significant relationships with the demographic and combination variables where 17 combination variables were found to be significantly related. Gender, job classification, and religious affiliation were significantly related to the mission value congruence measure in combination with all of the other demographic variables: age, academic degree, marital status, and years of employment. The academic degree relationship indicated that high school and masters degree employees had higher levels of mission value congruence than

Table 2

Variables Significantly Related to the Mission Value Congruence Composite Score

Variable	*n*	*DF*	*H* Value	*P* Probability
Job classification	477	3	15.58	.01
Marital status	474	6	38.25	.001
Religious affiliation	476	3	78.83	.001

those with doctoral degrees. Mission value congruence also seemed to increase with age, with the over 60 age group having the highest composite scores. The combination of age and years of service, though statistically significant, was not analyzed as these variables were too highly correlated to make analysis meaningful. Gender was significantly related to mission value congruence alone and in combination with age, academic degree, and years of employment. Female employees had higher levels of mission value congruence than males. The combined gender and age variable suggested that older females had higher levels of mission value congruence than either younger females or males, even when the age group difference was just 10 years. There were few significant relationships in which age did not explain the difference. The over 60 age group demonstrated the highest mission value rank means.

The gender and academic degree relationship to mission value congruence mirrored the academic degree relationship, with doctoral degree

holders having the least mission value congruence. For females, this relationship was significant at all degree levels; for males, it was significant only when comparing those with doctoral degrees and those with masters degrees. Analysis of the combined variable of gender and years of employment, found females with 16 and more years of employment having higher levels of mission value congruence than other employees. Mission value congruence for females, generally increased with years of employment, but for males it was only significantly different when the shortest and longest employment categories were compared.

Job classification was significantly related to mission value congruence, both alone and in combination with age, academic degree, gender, and years of employment. The relationship of job classification with mission value congruence was consistent. All other employees had higher levels of mission value congruence than faculty, and administrative employees had higher levels than staff. An analysis of the job classification and age relationship to mission value congruence resulted in demonstrated age differences for staff and administrative employees. Administrative employees in the 51 to 60 year group had the highest mission value congruence. The analysis of job classification and academic degree demonstrated results consistent with job classification. Faculty had lower levels of mission value congruence than professional or administrative employees when like degrees were compared. The relationship of the combination of job classification and gender to mission value congruence

BEST COPY AVAILABLE

Table 3
Combined Variables Related to the Mission Value Congruence Composite Measure

Variable	*n*	*DF*	*H* Value	*P* Probability
Age/academic degree	463	19	45.24	.001
Age/years of employment	463	17	45.76	.001
Gender/age	462	9	41.81	.001
Job classification/age	460	19	62.53	.001
Job classification/gender	473	7	18.06	.05
Job classification/years of employment	475	15	37.60	.001
Marital status/age	460	13	58.98	.001
Marital status/academic degree	472	11	46.45	.001
Marital status/gender	473	5	45.01	.001
Marital status/job class	471	11	58.60	.001
Marital status/years of employment	472	11	21.51	.05
Religious affiliation/academic degree	473	15	90.60	.001
Religious affiliation/age	461	18	107.48	.001
Religious affiliation/gender	473	7	80.63	.001
Religious affiliation/job class	472	14	102.39	.001
Religious affiliation/marital status	471	8	95.28	.001
Religious affiliation/yrs of employment	474	14	82.85	.001

reiterated the low composite scores of the faculty when compared with administrative or professional employees. The job classification and years of employment combined variable interaction with mission value congruence mirrored the years of service variable, showing a U-shaped relationship.

Marital status was significantly related to the mission value congruence composite only in combination with age, gender, and job classification. Marital status and age, as a combination variable, demonstrated significantly higher mean ranks for the two oldest age groups, among both single and married employees. Generally, age was the significant factor in the relationship.

Analysis of the mission value congruence measure by gender revealed that females had higher mean ranks, irrespective of marital status. The marital status and job classification combined variable analysis generated results consistent with those of job classification; faculty, irrespective of marital status, had the lowest levels of mission value congruence.

Religious affiliation was significantly related to mission value congruence when combined with every other variable. "Roman Catholic" employees had the highest levels of mission value congruence. "Christian" religious affiliation employees had higher levels of mission value congruence than the other two religious affiliation groups. The "non-Christian" denomination cell sizes were, in most cases, too small to be meaningful. Religious affiliation affected the relationship of mission value congruence to academic degree. "Roman Catholic" religious affiliation employees had higher levels of mission value congruence at

all academic degree levels except the high school degree. "Christian" employees had higher levels of mission value congruence at the bachelors and doctoral degree level than the "none of these" religious affiliation group.

The combined variable of religious affiliation and age revealed that mission value congruence increased with age, except in the "none of these" religious affiliation group. "Roman Catholic" and "Christian" employee groups demonstrated higher levels of mission value congruence than the "none of these" group, irrespective of age. The over 60 years of age group had the highest mission value congruence levels for all religious affiliation groups. The combination of religious affiliation and gender was significant only for mission value congruence. "Roman Catholic" religious affiliation groups had higher mission value congruence scores than other employees, regardless of gender. Female employees in the "Christian" religious affiliation group had higher composite levels than all employees in the "none of these" religious affiliation group, and "Christian" males had higher composite scores than males in the "none of these" religious affiliation group.

When the combination of religious affiliation and job classification was tested, "Roman Catholic" faculty and staff had higher levels of mission value congruence than the comparable "none of these" religious affiliation groups. "Christian" religious affiliation administrative employees reported higher composite scores than "Christian" faculty.

The combined variable of religious affiliation and marital status provided

information that both single and married "Roman Catholics" had higher mission value congruence than comparable marital status employees in other religious affiliation groups. The "Christian" religious affiliation group also reported a higher value congruence composite score than their marital status counterparts in the "none of these" religious affiliation group. The "non-Christian" denomination group often had cell sizes too small to warrant analysis.

Investigating the religious affiliation and years of employment at the university combined variable revealed differences between the "Roman Catholic" employee group and other groups, even at vastly different employment history levels. "Roman Catholic" employees had higher mission value congruence levels at 5 years of employment or less than the "none of these" groups had at more than 10 years of employment. No significant years of employment relationships were found which were not explained by the religious affiliation differences. The results indicated that mission value congruence was more related to religious affiliation than to years of employment.

This analysis of the variables significantly related to the composite measures provides additional information on the job satisfaction, organizational commitment, and mission value congruence and the factors which act and interact with those measures. Chapter Five discusses the meaning of the significant relationships identified in this chapter and the implication of these results, formulating conclusions, implications for the university, and recommendations for further research.

BEST COPY AVAILABLE

Mission Value Congruence

The significance of the religious affiliation variable supports the theory that an important factor in building shared values is the hiring and retention of persons who are predisposed to become attached to the organization and committed to its values. Mowday et al. (1982) suggest that organizations should select employees who are likely to become linked to and share the values of the organization. Scheye (1991) reminds Jesuit institutions to identify their mission, make sure employees know the mission, and keep only those who are committed to it.

In this study, religious affiliation seems to be a factor which can assist in predicting an employee's ability to become linked to and share organizational values. Religious affiliation was significant for both organizational commitment and mission value congruence. "Roman Catholic" and "Christian" religious affiliation groups had significantly higher means for the mission value congruence measure. This finding does not suggest that all "Roman Catholic" and "Christian" employees have high levels of mission value congruence. The personal and religious values of these two religious affiliation groups may make it easier, or more likely, for an employee to identify with the organizational mission characteristics (Catholic, Jesuit, and humanistic) and mission values (community, respect for persons, and service). This likelihood to become attached to organizational values may help explain the significance of the years of employment variable also.

Buckley (1993), Daley (1993), and O'Brien (1994) encourage universities to give attention to the Catholic and Jesuit values and traditions; they further suggest that universities can only encourage this attention by being engaged in a continual dialog concerning the significance of that character. This study found that the Catholic and Jesuit character questions of the mission value congruence scale have the lowest mean scores of any of the mission characteristics and values. When analyzed according to the employee's religious affiliation, the Catholic character question's mean score for the "Roman Catholic" religious affiliation group was 3.51, which indicates that this group is nearly split in seeing the Catholic character as being somewhat important or very important to them. The means for the other religious affiliation groups ranged from 1.98 to 2.25, indicating that the Catholic character is not very important to them. A similar pattern was found for the Jesuit character, with a mean score of 3.50 for the "Roman Catholic" group, and means ranging from 2.33 to 2.55 for the other religious groups. The similar means for the "Roman Catholic" religious affiliation group on the Catholic and Jesuit mission congruence questions and the low means for the other religious affiliation groups on both questions suggest that O'Brien's plea concerning dialog regarding religious character which results in shared and consistent Catholic (and Jesuit) values is a challenge for the university.

Mission value congruence was found to be highly related to some of the demographic variables, but no predictive relationship was found. Religious

affiliation was found to be a factor in the employee/organizational mission value congruence relationship to the mission characteristics and values. These findings suggest that mission values are important to university employees; thus, encouraging participation in mission related activities is recommended, if only because such activities are important for the employees themselves.

Job Satisfaction and Organizational Commitment's Relationship to Mission Value Congruence

Dawis (1991) provided the only previous research concerning organizational commitment or value commitment's relationship with job satisfaction. This study found that mission value congruence had a lower level of correlation with organizational commitment (r^2 = .294) than job satisfaction (r^2 = .340), but both correlations were small. These results do not provide support for any position on the question of the effect of value congruence or job satisfaction on organizational commitment.

Implications of these Results for the University

This university and other Jesuit universities have long engaged in efforts to hire Jesuits and other religious in teaching and support positions within the university. The high job satisfaction, organizational commitment, and mission value congruence scores of the priests and religious group significantly raised the composite measure mean scores before this group was removed from the

analysis. It can be presumed that a cohort of satisfied, committed individuals sharing mission values can be an important institutional leaven for mission and service. Clearly, these individuals have the potential to influence institutional life significantly. Given the strength of commitment and attitudes that the priest and religious group revealed in this survey, their involvement in institutional mission discussions and program support has great potential for the university.

Organizational/Employee Mission Value Congruence

Religious affiliation was clearly a factor in employees' levels of mission value congruence. The data on religious affiliation provided by this study is the only information the university has on this variable. Religious affiliation as a denominational issue was not a concern of this research. The significance of religious affiliation was studied for its possible ability to predict which individuals could more easily identify and support mission values and institutional characteristics. As has been suggested, hiring and promotion decisions are opportunities to utilize mission value criteria designed to select and retain employees who are more able to engage institutional mission ideals.

Although years of service was associated with increased employee mission value congruence, the newest employees (5 years and less) also had high levels of mission value congruence. For administrative and staff employees there seems to be a decline in composite scores in the 6 to 10 years of employment range. This decline in mission value congruence is problematic as

mission value congruence is thought to increase with years of employment. The high scores of the most recently hired group may be an historical anomaly resulting from increased institutional efforts in employee orientation. Most new employees have had the opportunity to experience orientation activities directly related to mission. This research supports recent efforts to include more than just new hires in such mission related activities.

Alternative Foci of Institutional Mission Discussions

In the process of identifying the variables related to mission value congruence, three institutional issues were highlighted: the mission itself, employee experience of mission, and the institutional mission discussion. The first institutional mission concern deals with the mission itself. Is this the mission, and are these the values that the institution and employees support? Such a discussion is key to identifying the institutional mission and identity necessary for comparative advantage. The second issue concerns employees' institutional experience of mission. A number of respondents in this survey indicated in written comments, which were not solicited, that they did not experience the mission values being lived in their department or in their experience of specific university departments. This study did not seek to determine the level of employee confidence that mission values were, in fact, operative in institutional life. Testing the operative nature of the institution is another valuable project, but is beyond the scope of this study. And finally, the institution must create a

BEST COPY AVAILABLE

language and opportunity for employees to discuss mission related concerns. It is only in the institutional dialog concerning mission that education and encouragement for mission takes place. This dialog, says O'Brien (1993), is where values are created. The dialog in the Jesuit and Catholic university must include religious values, as religious values are often included in the mission, and must include all employees, regardless of their individual religious belief.

Recommendations for Future Research

This study provided a great deal of information on job satisfaction, organizational commitment, and mission value congruence. The mission value congruence investigation is relatively new. In this research project, five major questions were identified which were beyond its scope; these are listed below.

a) Research in other institutional settings. This research included only one Catholic, Jesuit institution. Similar research needs to be replicated in other private, religious, and public organizations.

b) Further attempts to more clearly define and more accurately measure mission value congruence.

c) Research into the specific questions or aspects of each of the composite measures, job satisfaction, organizational commitment, and mission value congruence could be undertaken.

d) Research should be undertaken to specifically investigate the impact of religious affiliation on mission value congruence in a religiously

sponsored organization.

e) Organizational investigation of employees' experience of institutional mission.

Further research in the area of mission value congruence benefits all organizations, not just those that are religiously sponsored. An original assumption of this research was that job satisfaction and organizational commitment correlate with mission value congruence. This research was able to identify many of the factors which relate to mission value congruence, but job satisfaction and organizational commitment were not significantly related. An improved method of identifying and measuring value congruence might enhance mission related research, but is not currently available.

Concluding Note

Mission and mission value congruence is an issue for all employees and all organizations. This project provides encouragement to continue organizational and personal efforts to identify and to support mission related values and activities. Roundtree (1994) challenged the Jesuit universities to respond to his "Ten Theses." They must, he noted, "debate and decide how their religious identity or mission modifies simply being good (even excellent) American colleges and universities" (pp. 7-8). This debate must, he suggested, include past traditions and value, and also respond to the future. The

institutional mission is not something that can be placed in a box and handed from one employee to the next, or even from the Jesuits to others. The university community is creating and re-creating the institutional mission each day. But do the Catholic, Jesuit, and humanistic characteristics, and the mission values of community, service, and respect fit into the operative institutional mission? The Catholic, Jesuit university must find out, and this project is just a small start.

BEST COPY AVAILABLE